WHAT IS EFFECTIVE LEADERSHIP?

- Effective leadership involves exerting influence in a way that achieves the company’s goals through enhancing productivity and job satisfaction of the employees.
- A good leader energizes an organization around a set of ideas.

SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE

- Be Proactive
- Begin with the End in Mind
- Put First Things First
- Think Win-Win
- Listen First, then express yourself
- Synergize
- Sharpen the Saw

LEADERSHIP ATTITUDES

- Leadership attitudes form out of a belief concerning why people work.
- Douglas McGregor’s Theory X and Theory Y and William Ouchi’s Theory Z.

LEADERSHIP ATTITUDES

- Theory X -- subordinates don’t like to work, lack ambition, work only to get a paycheck.
- Theory Y -- subordinates are willing to work and accept responsibility.
- Theory Z -- emphasizes long-term planning, consensus decision making, and strong employer-employee loyalty.

LEADERSHIP STYLES

- Autocratic
- Bureaucratic
- Diplomatic
- Participative
- Task-Oriented
- People-Oriented

Challenge of Managing in the 21st Century

- Wall Street analysts putting companies under pressure to meet their earnings' estimates.
- International competitors paying lower labor costs.
- Possibility of higher inflation due to our rising labor costs.
- Increasing diversity of workforce.

SUPERVISING TODAY'S DIVERSE WORKFORCE

- Diverse workforce -- employees who differ not only in gender, age, race, and culture but also in other ways, such as religion, education, lifestyle, and sexual orientation.

SUPERVISING TODAY'S DIVERSE WORKFORCE

- Women in the workforce will increase by 26%; men only 16%.
- Fastest growing age segment is 55 - and over (44%).
- Fastest growing race will be Hispanics (75%).

PRINCIPLES OF HUMAN BEHAVIOR

- People are both rational & emotional in behavior. There-fore, human behavior is a con-sequence of rational (conscious) and emotional (unconscious) influences.

PRINCIPLES OF HUMAN BEHAVIOR

- A person acts in response to internal choices and environmental influences. Behavior is a function of the person and the environment.

PRINCIPLES OF HUMAN BEHAVIOR

- Each person is unique. People act and think in a certain way because of: (1) individual diff-erences in **abilities**, (2) indi-vidual differences in **needs and motivation to work**, and (3) indi-vidual differences in **work attitudes.**

INDIVIDUAL DIFFERENCES IN ABILITIES

- Abilities -- skills which people have.
- Aptitudes -- potential skills which people have not yet developed.

KINDS OF ABILITY

- Mechanical ability
- Motor coordination ability
- Mental ability
- Creative ability
- Physical ability

INDIVIDUAL DIFFERENCES IN NEEDS & MOTIVATION TO WORK

- Maslow's Hierarchy of Needs
  - Primary needs
    - Physiological
    - Safety
  - Secondary needs
    - Love
    - Esteem
    - Self-actualization

INDIVIDUAL DIFFERENCES IN NEEDS & MOTIVATION TO WORK

- Herzberg's Motivation-Mainte-nance Theory

  job content factors [amount of responsibility, challenging assign-ments, autonomy, etc.] were motiva-tors; **job context** factors [super-visor's leadership style, salary, company policies, etc.] were hygienic factors.

INDIVIDUAL DIFFERENCES IN NEEDS & MOTIVATION TO WORK

- Vroom's Expectancy Theory

  Our motivation to perform depends upon the expectancy that we have concerning future outcomes and the value we place on these outcomes.

INDIVIDUAL DIFFERENCES IN NEEDS & MOTIVATION TO WORK

- Vroom’s Expectancy Theory
  - Effort (consider valence)
  - Performance
  - Rewards for Performance

BEHAVIOR MODIFICATION

- This is based on operant conditioning. Positive reinforcement of behavior is the best way to ensure that behavior will be repeated.

TYPES OF BEHAVIOR MODIFICATION

- Positive reinforcement
- Avoidance learning
- Extinction
- Punishment

INDIVIDUAL DIFFERENCES IN WORK ATTITUDES

1. Instrumental attitude
   - work is a means to another end, usually an unpleasant means.
2. Work ethic attitude
   - work is a satisfying end in itself; we can find satisfying and pleasurable results in our work

MOTIVATING GENERATION X WORKERS

- Managers should not ignore these work-related characteris-tics:
  - Parallel processing ability
  - Random-access thinking
  - Connected
  - Technology as a friend, not a foe

MOTIVATIONAL PROBLEMS AND BEHAVIORS

- Personality disorders
  - Excessive absenteeism, tardiness, withdrawal, personality conflicts
- Defensive behavior
  - Defensive reaction -- a way of thinking that cushions the blow resulting from an immediate inability to overcome an obstacle placed in your path.

MOTIVATIONAL PROBLEMS AND BEHAVIORS

- Examples of defensive reactions:
  - rationalization
  - projection
  - aggression
  - scapegoating
  - withdrawal

MOTIVATIONAL PROBLEMS AND BEHAVIORS

- Abnormal behavior
  - This is the result of experiencing continual difficulties in adjusting to ordinary everyday situations.
    - Being defensive
    - Overly suspicious
    - Illogical thinking

HOW CAN AN EMPLOYEE'S JOB SATISFACTION BE INCREASED?

- Job Enrichment (lessen job monotony by redesigning the job)
- Horizontal Moves and Broadbanding (employees are loosely organized into a few broad job categories)

POWER, OFFICE POLITICS, AND MOTIVATION

- Power is the ability to influence others.
- Power Bases of Managers:
  - Legitimate (position)
  - Reward
  - Coercive
  - Expert
  - Referent (personal)

OFFICE POLITICS AND MOTIVATION

- How to deal with office politics and its players:
  - Avoid taking sides in power struggles
  - Keep social contacts constructive
  - Remember the three P’s:
    - Politics
    - Pretense
    - Pettiness